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MINISTRY GUIDELINES FOR

AFFIRMATIVE ACTION PROGRAM PLANNING

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Ministry of Treasury
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Affirmative Action Program
February 1984

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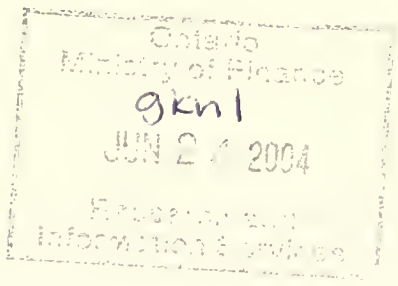

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MINISTRY GUIDELINES FOR

AFFIRMATIVE ACTION PROGRAM PLANNING

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February 1984

INTRODUCTION

This package has been prepared to assist managers in developing action plans which address Affirmative Action goals and objectives. It is intended to be an extension of the performance appraisal process and a planning tool for highlighting development needs, expectations and costs.

The documentation requested herein ("Career Development and Training Plans" illustrated on pages 9-11) will form an integral part of the planning process and implementation of the Ministry's Affirmative Action MBR. It will provide a mechanism for followup with managers and employees relating to initiatives in progress, as well as the identification of additional opportunities for employees. Lastly, but just as important, it will aid in the preparation of mid-year and year-end General Management Reports to the Ontario Women's Directorate and Management Board of Cabinet including the more comprehensive Annual Report for the Ministry, which ultimately forms part of the ANNUAL REPORT: STATUS OF WOMEN CROWN EMPLOYEES published by the Women Crown Employees Office for tabling in the Legislature.

The Affirmative Action Program is a results-oriented approach to increase the utilization of women in the work-force. Currently, the following results are considered as necessary to an effective Affirmative Action Program. Ministries are required to work towards these results and report on such in their Program Plans. Components of the program are -

1. INCREASED EDUCATIONAL OPPORTUNITIES FOR WOMEN

The ministry's success in ensuring that better educational opportunities are made available to women can be measured by:

- increase in women's share of training dollar
- increase in female representation in management courses
- increase in the average number of days women spent on courses
- increase in female representation in professional/technical courses

2. INCREASED WOMEN'S REPRESENTATION IN UNDER-REPRESENTED CLASSES

The ministry's commitment in increasing women's representation in under-represented classes can be measured by the number of:

- hire/promotion targets set in different modules/categories; and

- accelerated career development initiatives intended to be undertaken to qualify more women to move into under-represented modules/categories.

3. INCREASED CAREER DEVELOPMENTAL SKILLS AND INCREASED WOMEN'S AWARENESS OF CAREER OPPORTUNITIES

These are the results of ongoing activities of Affirmative Action Program staff and are measured through the following:

- counselling (reported in numbers or as "ongoing")
- presentations/workshops (# and subjects covered)
- brochures developed and distributed, e.g. newsletters
- career development interviews with ministry managers

4. MINIMIZED SYSTEMIC BARRIERS

The minimization of systemic barriers is a necessary ongoing activity of the Affirmative Action Program staff. It can be done through and measured by:

- competition monitoring (for all targetted classes, for all under-represented classes, etc.)
- review of management and personnel policies for their impact on women (ongoing or as required).
- revision of procedures

5. GENERAL CORPORATE ISSUES TO BE ADDRESSED BY ALL MINISTRIES

1) Women into Senior Management
2) Women into Technology-Related Occupations

6. MINISTRY UNIQUE CONTRIBUTION TO CORPORATE PROGRAM

This is based on the ministry profile maintained by Affirmative Action Managers which indicates where the ministry can effectively impact on a corporate basis. (See page 7)

Following is an explanation of what accelerated career development is, the purpose of the Affirmative Action Incentive Fund (A.A.I.F.), including criteria for accessing the fund.

Accelerated Career Development (ACD)

ACD's refer to training/development activities designed to improve the occupational status of women by qualifying more women to compete for higher levels of occupations, non-traditional or technology-related jobs. (Refer to page 8 for developmental guidelines and definitions.)

What is the Affirmative Action Incentive Fund (A.A.I.F.)?

The A.A.I.F. is a Management Board Contingency Fund established as an incentive to ministries to undertake accelerated career development/special training initiatives for their female staff. Its main purpose is to provide ministries with salary dollars to pay for temporary replacement of female staff while engaged in special development/training.

Not all developmental initiatives are funded by the A.A.I.F. The fund is meant to cover those initiatives which, under normal circumstances, would not have been undertaken had the A.A.I.F. money not been available. For example, a small branch, with a very tight budget, may not be able to afford to pay for the salary of the temporary replacement of its female staff member while engaged in a special training program. This is where A.A.I.F. provides the incentive by covering the temporary replacement's salary dollars, (not employee benefit dollars).

What criteria do planned initiatives have to meet to qualify for funding?

1. Time Factor: Generally a two month developmental assignment or one month of formal training can qualify for funding.

2. Purpose: Initiatives should be aimed at -

   i) development and training of women in middle management with potential to move to Director level and above;

   ii) moving more women into systems and technology based jobs. Training and development of women to move into the changing needs of the work-place which involves both clerical and office services areas at present, and middle management over the next 10 years;

   iii) qualifying women to compete for under-represented classifications. (This refers to any category, module or level where women make up less than 30% of the population service wide.)

3. Benefits: Initiatives should address the career goals of female participants (short or long term).

1984/85 AFFIRMATIVE ACTION MBR

Accelerated Career Development (ACD) activities have been defined as widely as possible to enable all branches to contribute to ministry results. The planning and reporting format will ensure that all special initiatives of the ministry are submitted in the required semi-annual reports to the Ontario Women's Directorate and Management Board, and that the ministry is properly credited with its achievements in the Affirmative Action Program.

The Planning Process

While the aim of all branch affirmative action initiatives should be to increase the number of women qualified to compete for underrepresented or targetted positions in the ministry (see pages 6-7), planning for ministry Affirmative Action goals has been designed to take into account existing realities in individual branches. Results and achievements will be more reflective of branch commitment and planning.

For example, there may be a variety of developmental activities for women in the ministry which do not necessarily relate specifically to the ministry's affirmative action goals. These activities do, nevertheless, merit recognition and can be reported as such.

Funding

The development of accelerated career development plans should be designed in conjunction with branch realities and organizational parameters. Therefore, managers are requested to identify funding needs for Affirmative Action initiatives in the Career Development and Training Plans contained herein (see Page 9).

Certain ACD initiatives which require salary dollars are eligible for funding via the Affirmative Action Incentive Fund as outlined on page 3.

Identifying Candidates and ACD Opportunities

Candidates with an interest in and potential for career development may be identified for ACD through a career interview as an extension of the performance appraisal process. In other words, an employee's career interests expressed/documented during the performance appraisal process can provide the basis for followup. Managers and employees should use this opportunity to explore the possibility of an accelerated career development move as one component in the overall career development plans. Managers may also wish to document special development initiatives already in progress and/or identify trainee positions within the branch which can be used for accelerated career development purposes.

- **Developmental Guidelines and Definitions on page 8 detail the various forms ACD may take.**
- **A summary of the ministry's objectives for 1984/85 has been outlined on pages 6-7.**

REPORT REQUIREMENTS

Managers are requested to -

- Complete Parts A and B of the Career Development and Training Plans. (Blank forms provided at the back of this package.) Additional forms may be obtained from the Affirmative Action Office, 965-6171.)

- Provide details on accelerated career development and special initiatives on Appendices I and II where applicable.

- File the above information with the Affirmative Action Office, 1075 Bay Street - 4th floor, by **March 2, 1984.**

There will be followup throughout the year by the Affirmative Action Office to discuss progress and program reporting to the the Ontario Women's Directorate and Management Board.

PART C of the Career Development and Training Plans (Actual number of employees who received ACD) will be due to the Affirmative Action Office in **April, 1985.**

Managers will be requested to -

- Review ACD's in progress and those completed, and

- Compare with Appendices I and II, providing revisions/updates where appropriate.

This will aid in the preparation of the ministry's Annual Report for publication in The Status of Women Crown Employees, 1984/85.

SUMMARY OF 1984/85 AFFIRMATIVE ACTION OBJECTIVES

1. **GENERAL CORPORATE ISSUES TO BE ADDRESSED BY ALL MINISTRIES**	Strategies to Achieve Ministry Objectives
A) Women into Senior Management: Training/development and promotion of women in middle management with potential to move to director level and above. AN ESTIMATED 1 ACCELERATED CAREER DEVELOPMENT INITIATIVE TO TAKE PLACE.	- Priorize the nomination of female candidates, wherever possible, for Corporate Management Development Courses/ Workshops. - Job rotations via Senior Appointments, CSC, may be explored as a means to broaden management skills base of female employees. - Whenever the need arises for acting appointments for senior positions in the ministry, the Corporate Development Inventory of women in middle management identified as having potential for senior management, should be assessed.
B) Women into Technology-Related Occupations: Training/ development and promotion of women into systems and technology based jobs. Preparing women to meet the changing needs of the workplace, particularly those in the clerical/support services categories and middle management. AN ESTIMATED 6 ACCELERATED CAREER DEVELOPMENT INITIATIVES TO TAKE PLACE.	The Ministry has established an EDP Strategic Planning Committee. - The ministry's Affirmative Action Manager has been invited to participate in addressing the human resources planning issues such as training/retraining, education, job re-design, quality of working life. - Other ministries have been invited to participate to promote information sharing and the development of creative planning approaches. - A seminar on "Introduction to Computers" is planned for ministry employees who are not directly involved in the design/maintenance of computer systems applications, as well as for others wishing to obtain basic information about computers as a first step towards considering data processing systems as a career path.

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2. **INCREASE WOMEN'S REPRESENTATION IN UNDER-REPRESENTED CLASSES**

Strategies to Achieve Ministry Objectives

A) Hire/Promotion Targets:

Professional Module: Economics & Statistics Group

1 hire/promotion target at PEC 20 level
2 hire/promotion targets at PEC 19 level

- Taking into consideration feeder groups/female availabilities, should vacancies occur, competitions will be monitored to ensure that the area of search and interview process take advantage of all hire/promotion opportunities.

B) Ministry's Unique Contribution to Corporate Program

PROFESSIONAL MODULE - The Professional Module is not under-represented within the Ministry, however, it is under-represented service-wide.

Treasury and Economics contributes to only one of the under-represented service wide occupational groups in this area. The ministry has 74 males, 25 females in Economics and Statistics which makes it the largest contributor with 27.6% of employees.

AN ESTIMATED 4 ACCELERATED CAREER DEVELOPMENT INITIATIVES TO TAKE PLACE.

DEVELOPMENTAL GUIDELINES AND DEFINITIONS

On-the-Job Training

Provides an employee with an opportunity to gain a specific on-the-job training experience through various means, eg. special assignments such as participation in a task force, job sharing, job exchange. In other words, temporary assignments which are not normally part of the job.

Job Rotation

The movement of one or more employees within a branch into a temporary full-time job assignment to provide the employee(s) with the opportunity to gain new skills and competencies thereby increasing opportunities for career advancement into an under-represented area (eg. a Clerk 6 in administration work rotated to a similarly classified job in a statistical area). The duration of job rotation will vary, depending on the job's complexity and the level of expertise and skill of the participant. Job rotations which are intended to teach all employees in the same work unit each other's task, eg. other clerical functions, are not considered accelerated career development.

Secondment

The movement of an individual, on a loan basis, for a specific period of time, into another job outside of the branch. The Ontario Government Manual of Administration indicates the conditions upon which a secondment may be approved, duration, reimbursement and methods of selection. eg. a Financial Administration AM-16 to a Program Analyst AM-17, to provide and/or obtain expertise and broaden experience.

Acting Appointments

These can also qualify as ACD initiatives if they are made for developmental purposes, eg. if it makes a significant contribution to a woman's career goal.

An acting appointment is made when an employee has been designated by Deputy Minister to perform the full duties of a position:

- in the absence of the regular incumbent who is unable to act; or
- on an interim basis where a position becomes vacant.
  (5-48-1 Ont. Manual of Admin., Vol. 2.)

Full Sponsorship of Special Staff Development

This form of career development is for an employee, for example, who wishes to obtain some form of a credential which is needed to apply for particular under-represented positions. There must be an exceptional outlay of staff time and/or money in order to provide a special training program of approximately one month duration or longer.

TRAINING PLANS

Your Affirmative Action Manager is available to assist in the development of training plans for individuals participating in any of the above. Terms and conditions such as training duties, supervision and performance appraisals should form part of a training plan, clearly identifying who will do what and by when.

Activities associated with accelerated career development programs are not formally addressed in either the Manual of Administration or the Collective Agreement. Management should, therefore, be cautious with respect to implementing any activities without proper counsel from the Affirmative Action Manager or a Personnel Officer. Both can provide advice with respect to any necessary administrative or pay implications.

AFFIRMATIVE ACTION PROGRAM

CAREER DEVELOPMENT & TRAINING PLANS - FISCAL YEAR 1984/85
BRANCH SUMMARY

Branch:	Signature of Branch Official:

Date: _____

Part A - (March 1984)

STAFF STRENGTH

	M	F
Management	_____	_____
Bargaining Unit	_____	_____
Contract	_____	_____

Are additional salary dollars required to undertake any of the activities outlined for the branch? Yes ☐ No ☐

(Deployment of the Affirmative Action Incentive Fund will be based on an assessment of branch submissions detailing accelerated career development initiatives.)

If yes, indicate amount $ _____

GENERAL COMMENTS:

Part B - (March 1984)

PLANNED # of participants to receive *Accelerated Career Development (ACD):
(Details to be provided on Appendix I)

	M	$	F	$
Management	_____	_____	_____	_____
Bargaining Unit	_____	_____	_____	_____

*Refer to Developmental Guidelines and Definitions (page 8) for clarification of initiatives.

FISCAL YEAR END

Part C - (March 1985)

ACTUAL # of employees who received ACD:
(Summary of Appendix I)

	M	$	F	$
Management	_____	_____	_____	_____
Bargaining Unit	_____	_____	_____	_____
TOTALS	═══	═══	═══	═══

Branch:	Signature of Branch Official:	**APPENDIX I** Date: _____				
Part 1 - Activity (Description)		Action req'd. by	Target date to begin	Completion Date	Expected results and comments	Eligible for AAIF Assistance
As an extension of the performance appraisal process, identify/recommend candidates where possible for job rotation, secondments etc. (refer to clarification of developmental initiatives - Page 8) SPECIFY EMPLOYEE NAME, CLASSIFICATION and TYPE OF ASSIGNMENT.						
SAMPLE						
Susan Brownlea, Secretary 5/On-the-Job-Training						
In addition to the Branch providing financial support for continuing education, Ms. Brownlea will be relieved of her normal secretarial responsibilities xxx hours per week in order to pursue training in basic EDP operations, eg. preparing and running EDP outputs on computer terminal equipment located in the branch.		Branch official to specify parameters of training program and conduct interview with employee in conjunction with performance appraisal	Oct. 1/84	March 31/85	This developmental opportunity will provide Ms. Brownlea with practical skills and experience related to her computer studies program at the U. of T., in addition to improving unit productivity by freeing up professional staff re deployment of their skills in the area of policy analysis.	
Joanna Tarris, PEC 21/Acting Appointment						
Ms. Tarris will be assuming the normal duties and responsibilities of John Smith, Director of the xxx Branch, during his absence.		Personnel and A.A.P.M. to be advised of appointment	Dec. 1/84	Feb. 28/85	This will provide Ms. Tarris with a wider latitude for independent judgement and decision making related to administrative operations, including direct supervision of 10 staff.	

Branch:	Signature of Branch Official:	**APPENDIX II** Date: _____				
Part 2 - Activity (Description)		Action req'd. by	Target date to begin	Completion Date	Expected results and comments	Eligible for AAIF Assistance
Provide where possible, information on career development/training opportunities in your area available for use by other Ministry employees. SPECIFY TYPE OF ASSIGNMENT AND ELIGIBLE CLASSIFICATION LEVEL(S) OF POTENTIAL CANDIDATES. **SAMPLE** - 1 year secondment to the xxx branch - candidates at the PEC 17 and 19 levels will be considered for this developmental opportunity Responsibilities - provide proposals and appraisals on new initiatives from the perspective of previously undertaken program evaluations in the area of xxx; prepare briefing, terms of reference, final reports, submissions and correspondence relating to evaluation; work as a member of a team established to develop federal-provincial evaluation methodology.		Personnel Branch and A.A. Program to assist in placing ad in Topical, the interviewing of potential candidates, and drafting an agreement between parties.	April 1/84	March 31/ 85	Candidates should have some back-ground in program evaluation and familiarity with the policy development process. The successful candidate will in effect, be assuming the duties and responsibilities of S. Young (PEC 19) on leave for one year.	

References

- OPS Affirmative Action Planning Guide, November 1983, WCEO

- 1984/85 Affirmative Action MBR, Treasury and Economics

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AFFIRMATIVE ACTION PROGRAM

CAREER DEVELOPMENT & TRAINING PLANS - FISCAL YEAR 1984/85
BRANCH SUMMARY

Branch:	Signature of Branch Official:

Date: _____

Part A - (March 1984)

STAFF STRENGTH

	M	F
Management	_____	_____
Bargaining Unit	_____	_____
Contract	_____	_____

Are additional salary dollars required to undertake any of the activities outlined for the branch? Yes ☐ No ☐

(Deployment of the Affirmative Action Incentive Fund will be based on an assessment of branch submissions detailing accelerated career development initiatives.)

If yes, indicate amount $ _____

GENERAL COMMENTS:

Part B - (March 1984)

PLANNED # of participants to receive *Accelerated Career Development (ACD):
(Details to be provided on Appendix I)

	M	$	F	$
Management	_____	_____	_____	_____
Bargaining Unit	_____	_____	_____	_____

*Refer to Developmental Guidelines and Definitions (page 8) for clarification of initiatives.

FISCAL YEAR END

Part C - (March 1985)

ACTUAL # of employees who received ACD:
(Summary of Appendix I)

	M	$	F	$
Management	_____	_____	_____	_____
Bargaining Unit	_____	_____	_____	_____
TOTALS	_____	_____	_____	_____

Branch:	Signature of Branch Official:	**APPENDIX I** Date: _____				
Part 1 - Activity (Description)		Action req'd. by	Target date to begin	Completion Date	Expected results and comments	Eligible for AAIF Assistance
As an extension of the performance appraisal process, identify/recommend candidates where possible for job rotation, secondments etc. (refer to clarification of developmental initiatives - Page 8) SPECIFY EMPLOYEE NAME, CLASSIFICATION and TYPE OF ASSIGNMENT.						

Branch:	Signature of Branch Official:	APPENDIX II Date: _____

Part 2 - Activity (Description) Provide where possible, information on career development/training opportunities in your area available for use by other Ministry employees. SPECIFY TYPE OF ASSIGNMENT AND ELIGIBLE CLASSIFICATION LEVEL(S) OF POTENTIAL CANDIDATES.	Action req'd. by	Target date to begin	Completion Date	Expected results and comments	Eligible for AAIF Assistance